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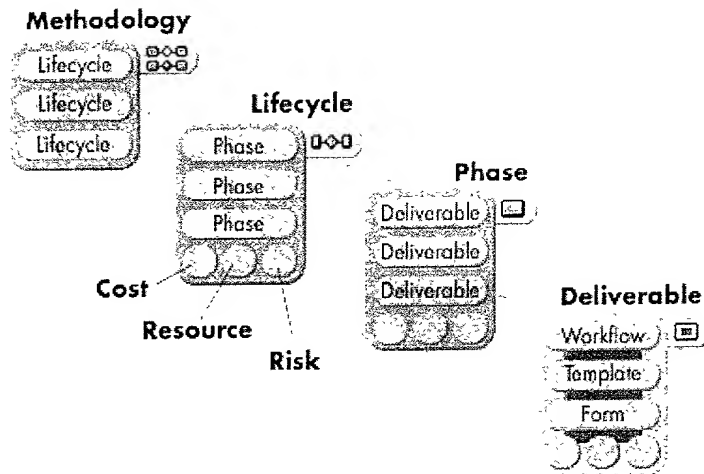


FIGURE 1. - EXAMPLE OBJECTS

- Roles
 - Role
 - Phase
 - Phase
 - Phase
 - Deliverable
 - Deliverable
 - Deliverable
 - Resource Assignment
 - Fixed Cost
 - Risk
 - Workflow
 - MS Excel ® spreadsheet
 - MS Word ® document
 - MS Powerpoint ® presentation
 - MS Project ® file
 - Deliverable
 - Gate Review
 - Questionnaire
 - Phase
 - Phase
 - Phase

FIGURE 2. EXAMPLE LIFECYCLEBUILDING BLOCKS

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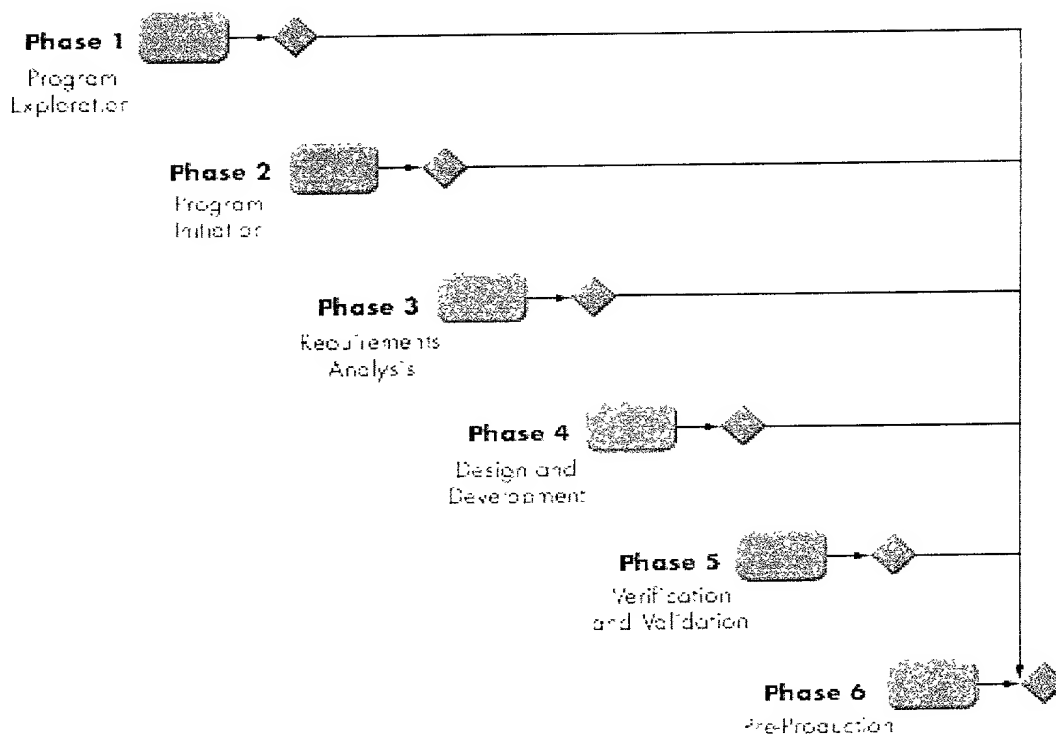
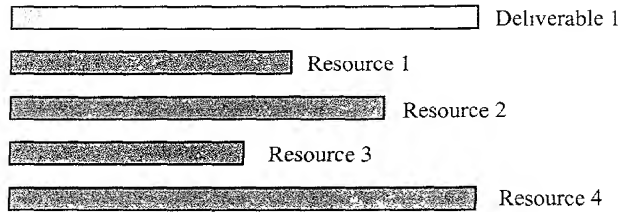
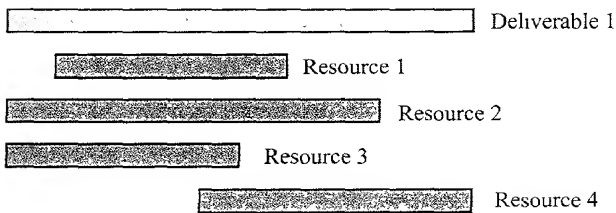


FIGURE 3. SIX-PHASE LIFECYCLE EXAMPLE – SASHIMI

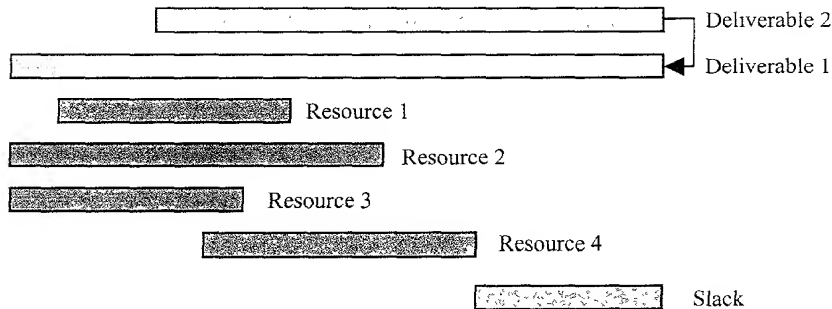
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Example 1: Deliverable 1 has no relationships with other Deliverables (either in the same Phase or other Phases of the Lifecycle). All Resources start as soon as the Deliverable is started. The duration of Deliverable 1 is set by the Deliverable Resource with the longest duration.



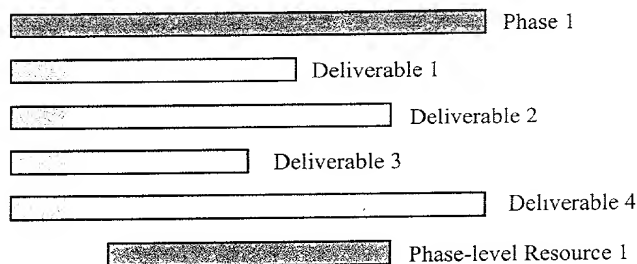
Example 2: Deliverable 1 has no relationships with other Deliverables (either in the same Phase or other Phases of the Lifecycle). Some Resources have start dates different to the Deliverable start date. The duration of Deliverable 1 is set by the Resource with the latest Finish Date.



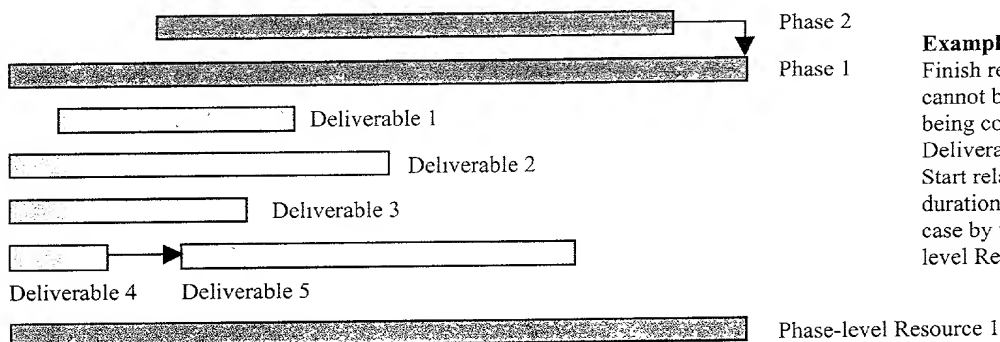
Example 3: Deliverable 1 has a Finish-to-Finish relationship with Deliverable 2 (i.e. it cannot be completed without Deliverable 2 being completed), causing slack in the schedule.

FIGURE 4A. SCHEDULING EXAMPLES

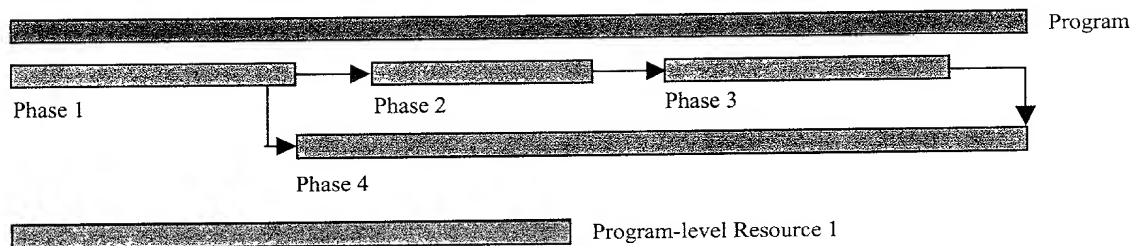
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Example 4: Phase 1 has no relationships with other Phases in the Lifecycle. Similarly none its Deliverables have relationships (all Deliverables can therefore start as soon as the Phase is started). The duration of Phase 1 is set by the Deliverable with the longest duration.



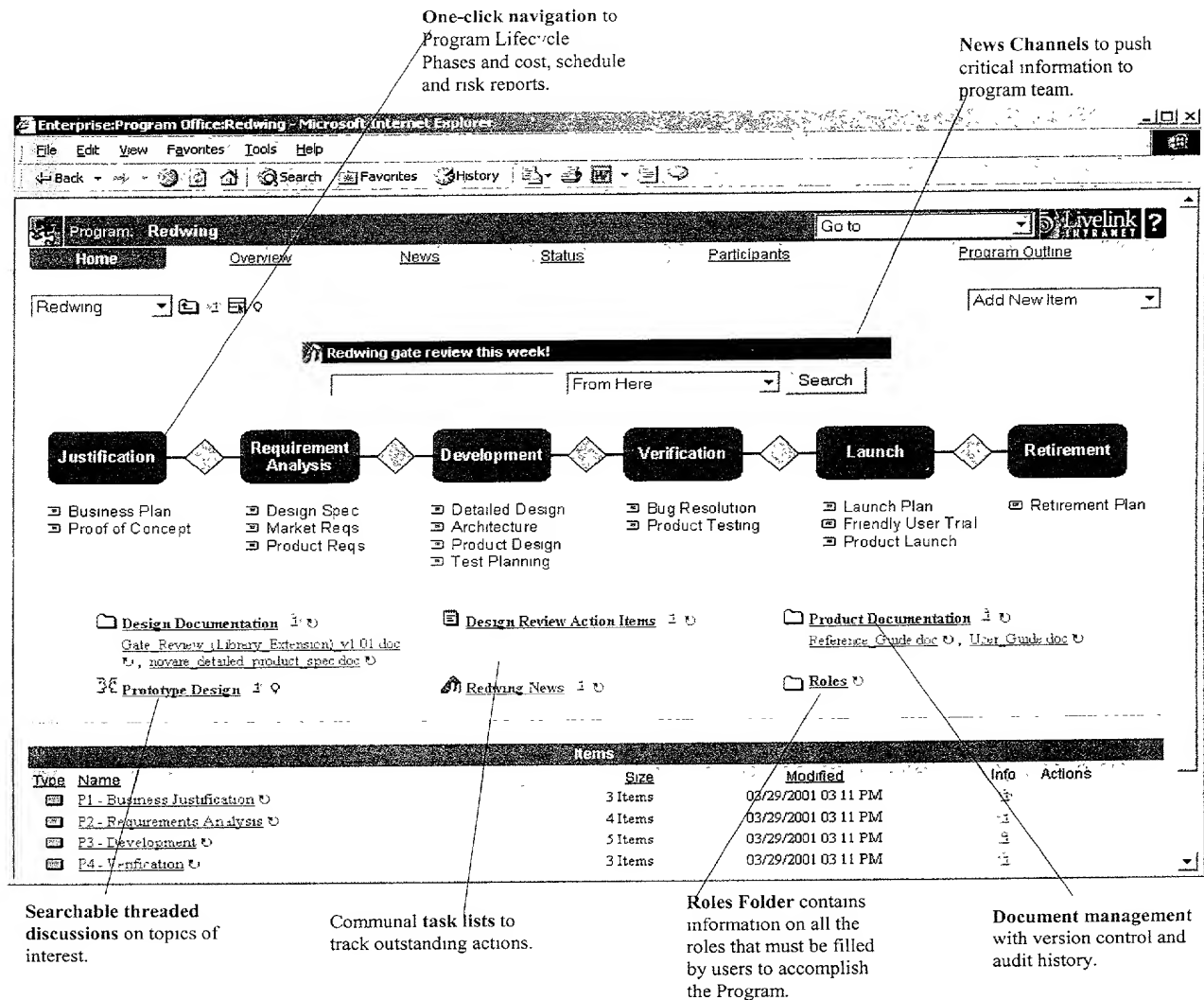
Example 5: Phase 1 has a Finish-to-Finish relationship with Phase 2 (i.e. it cannot be completed without Phase 2 being completed). Additionally Deliverables 4 and 5 have a Finish-to-Start relationship. However Phase 1's duration is ultimately dictated in this case by the duration of the only Phase-level Resource.



Example 6: Phase 4 has a Finish-to-Finish relationship with Phase 1 (i.e. it cannot be started until Phase 1 is complete. Phase 4 also has a Finish-to-Finish relationship with Phase 3 (i.e. it cannot be completed until Phase 3 is complete). Phases 1, 2, and 3 occur in sequence due to Finish-to-Start relationships. The Program duration in this example corresponds to the finish date of Phase 4.

FIGURE 4B. SCHEDULING EXAMPLES

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**FIGURE 5. PROGRAM WORKSPACE SHOWING A LIFECYCLE**

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Personal Workspace: Bill

Go to:

Home **Dashboard** Preferences Projects Programs News Status Tasks Resources Favorites

Resource Assignments

Type	Name	Program	Info
Icon	Create Design Specification	Fuery	1
Icon	Create Detailed Design Spec	Slalom	1
Icon	Create Detailed Design Spec	Lightening	1
Icon	Create MPE	Lightening	1
Icon	Create MPE	Fuery	1
Icon	Create Product Architecture	Slalom	1
Icon	Create Product Architecture	Lightening	1
Icon	Create Test Plan	Lightening	1
Icon	Create Test Plan	Slalom	1

Programs

Type	Name	Info
Icon	astracm	1
Icon	Fuery	1
Icon	Jaguar	1
Icon	Lightening	1
Icon	Merced	1
Icon	Mustang	1
Icon	Slalom	1

Tasks

Type	Name	Program	Info
Icon	Can Not find a Product Manager	Slalom	1
Icon	Need to Hire Product Manager	Fuery	1
Icon	Not sure Point Release	-	1
Icon	Obtain costs for app server	-	1
Icon	Obtain Market analysis	-	1
Icon	P1 - Business Justification	Arthur Anderson	1
Icon	P1 - Business Justification	Mindful Development	1
Icon	P1 - Business Justification	Table & Wucless	1
Icon	P1 - Business Justification	BT	1
Icon	P1 - Gate Review	Jaguar	1
Icon	P1-Capture	Siebel Engagement	1

Personal Items

Type	Name	Info
Icon	Create Product Architecture	1
Icon	Expense Report Process	1
Icon	Knowledge Center	1
Icon	My Programs	1
Icon	My Reports	1
Icon	My View	1
Icon	OldCustomview.html	1
Icon	Performance Reviews	1
Icon	PTO Request Process	1
Icon	Report Template	1
Icon	status outline	1
Icon	XIS Inc	1
Icon	22	1

FIGURE 6. PERSONAL WORKSPACE DASHBOARD

Specific Info for: Create Application Server

Go to:

Create Application Server

General **Specific** Audit Presentation References

Role:

Assigned:

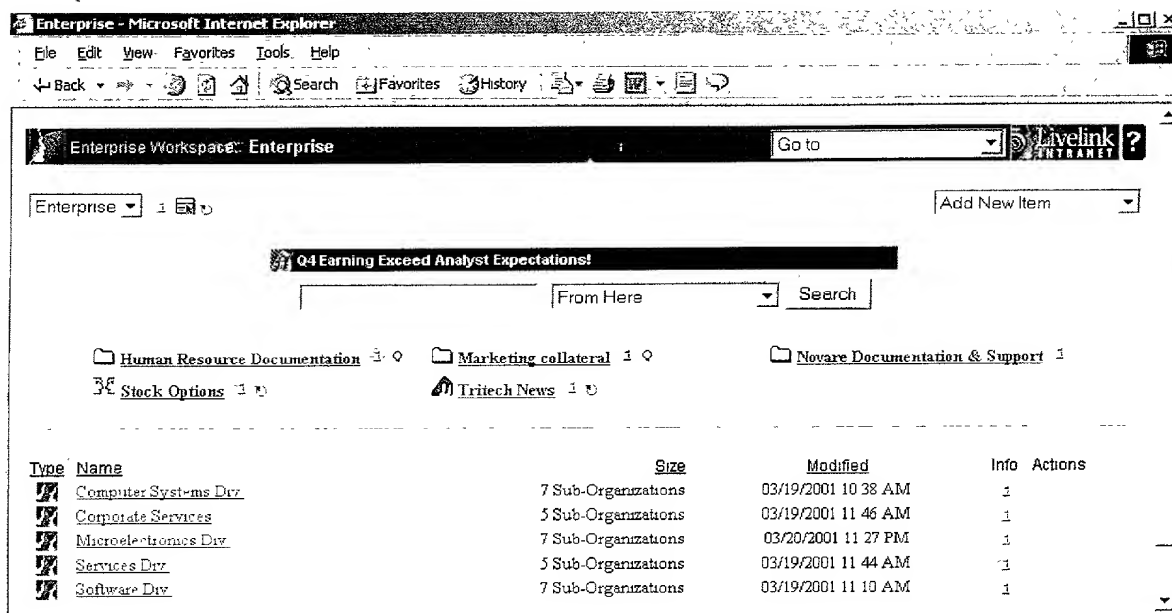
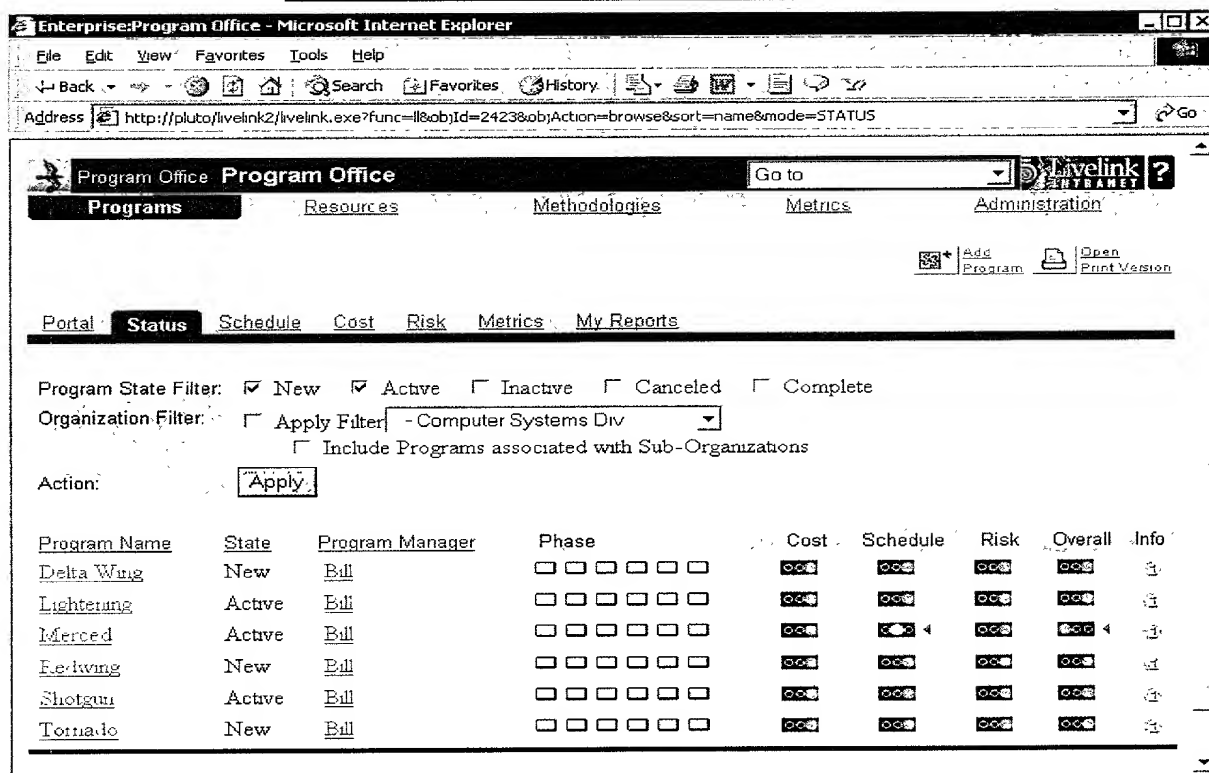
Primary Resource: ☒

	Plan	Forecast	Actual
Work:	<input type="text" value="80"/> Day(s)	<input type="text" value="80"/> Day(s)	<input type="text" value="30"/> Day(s)
Cost:	<input type="text" value="48000"/>	<input type="text" value="64000"/>	<input type="text" value="24000"/>
Duration:	<input type="text" value="80"/> Day(s)	<input type="text" value="80"/> Day(s)	<input type="text" value="30"/> Day(s)
Start:	<input type="text" value="July"/> <input type="text" value="24"/> <input type="text" value="2000"/>	<input type="text" value="July"/> <input type="text" value="24"/> <input type="text" value="2000"/>	<input type="text" value="July"/> <input type="text" value="24"/> <input type="text" value="2000"/>
Finish:	<input type="text" value="November"/> <input type="text" value="10"/> <input type="text" value="2000"/>	<input type="text" value="November"/> <input type="text" value="10"/> <input type="text" value="2000"/>	<input type="text" value="November"/> <input type="text" value="10"/> <input type="text" value="2000"/>

Action:

FIGURE 7. RESOURCE ASSIGNMENT

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**FIGURE 8. ENTERPRISE WORKSPACE****FIGURE 9. PROGRAM OFFICE**

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1 - General Program Information:

Program Name: Merlot
 Program Manager: Parker Bill
 Program Sponsor: Parker Bill
 Organization: Engineering Dept
 Description:
 Mission:

2 - Program Classification:

Type	Name	Value
<input type="radio"/>	Division	Computer Systems
<input type="radio"/>	Market Segment	Fulfillment, Logistics & Distribution
<input type="radio"/>	Product Line	Workgroup Server
<input type="radio"/>	Product Type	Evolutionary
<input type="radio"/>	Program Type	Not Applicable
<input type="radio"/>	Technology Platform	Breakthrough
<input type="radio"/>		Evolutionary
<input type="radio"/>		Maintenance

FIGURE 10. CREATING A NEW PROGRAM

3 - Lifecycle Selection:

Type	Name	Description	Select
<input type="radio"/>	Classic Waterfall	The Classic Waterfall Lifecycle is the most common product lifecycle, serving as the basis for many other lifecycle models. In the Classic Waterfall lifecycle, the program progresses through an orderly sequence of phases and is largely documentation-driven.	<input type="radio"/>
<input type="radio"/>	Sashimi	The Sashimi Lifecycle is a variation on the Classic Waterfall allowing for phases to overlap. Rather than complete each phase prior to starting the next (the approach of the Classic Waterfall Lifecycle), the Sashimi Lifecycle allows any phase to be started at any point in the program lifecycle.	<input type="radio"/>

Action:

FIGURE 11. SELECTING THE PROGRAM LIFECYCLE

Specific Info for: Engineer 2 - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites History

Address http://pluto/livelink2/livelink.exe?func=ll&objid=9476&objaction=info

Specific Info for: **Engineer 2** Go to Livelink ?

Engineer 2 Status=Unassigned

General Audit **Details** Presentation References Resources

Assignment: Type Name Organization Action
No User(s)/Group(s) Assigned
[Select User](#) [Select Group](#) [Select Organization](#) [Search by Skill/Availability](#)

Role Skill: Database Design [Select Skill](#)

Role Competency: 1 - Beginner

Resource Classification: [Select Resource Classification](#)

Default Rate (\$/hr): 100

Action: [Update](#) [Reset](#)

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Search Users by Skill/Availability - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites History

Search Users by Skill/Availability Livelink ?

Type	Name	Organization	Manager	Primary	Competency	% Utilization		% Satisfied	Action
						High	Low		
<input type="checkbox"/>	Dench, Judy	Computer Systems Div	Parker, Bill		4 -	0%	0%	0%	Analyze Select
<input type="checkbox"/>	Dorf, Ira	Computer Systems Div	Parker, Bill		3 - Proficient	0%	0%	0%	Analyze Select
<input type="checkbox"/>	Ender, Brian	Computer Systems Div	Parker, Bill		1 - Beginner	0%	0%	0%	Analyze Select
<input type="checkbox"/>	Ellis, Noel	Engineering Dept.	Parker, Bill		5 - Expert	0%	0%	0%	Analyze Select
<input type="checkbox"/>	Sellers, Peter	Microelectronics Div	Turner, Vicky ✓		1 - Beginner	0%	0%	0%	Analyze Select
<input type="checkbox"/>	Chase, Lorraine	PMO - Computer Systems	Parker, Bill		1 - Beginner	0%	0%	0%	Analyze Select
<input type="checkbox"/>	Woolstone, Nigel	Microelectronics Div	Turner, Vicky ✓		2 -	0%	0%	0%	Analyze Select

[Cancel](#)

FIGURE 12.

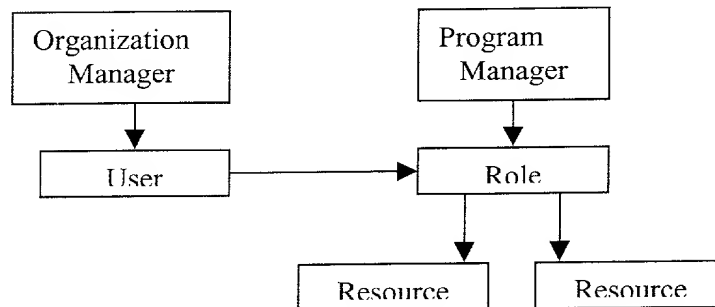


FIGURE 13. ROLES AND RESOURCES

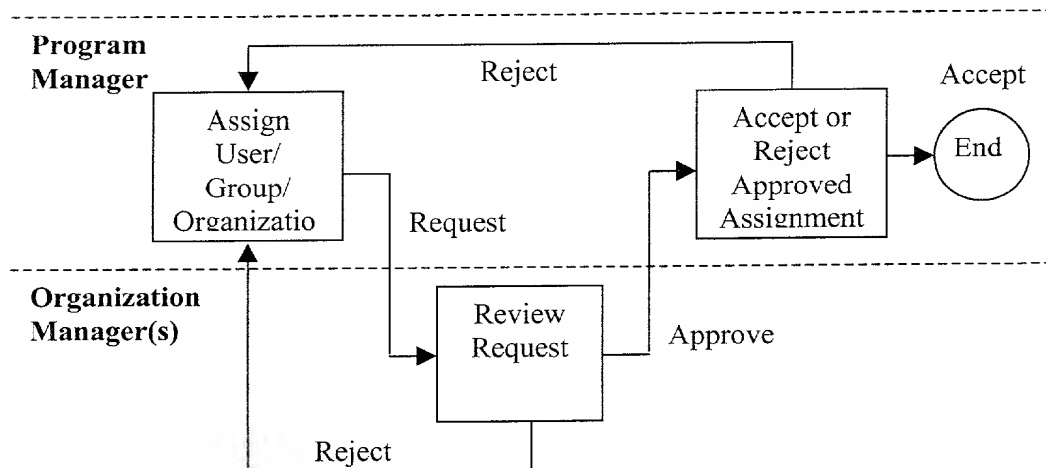


FIGURE 14. ROLE ASSIGNMENT PROCESS

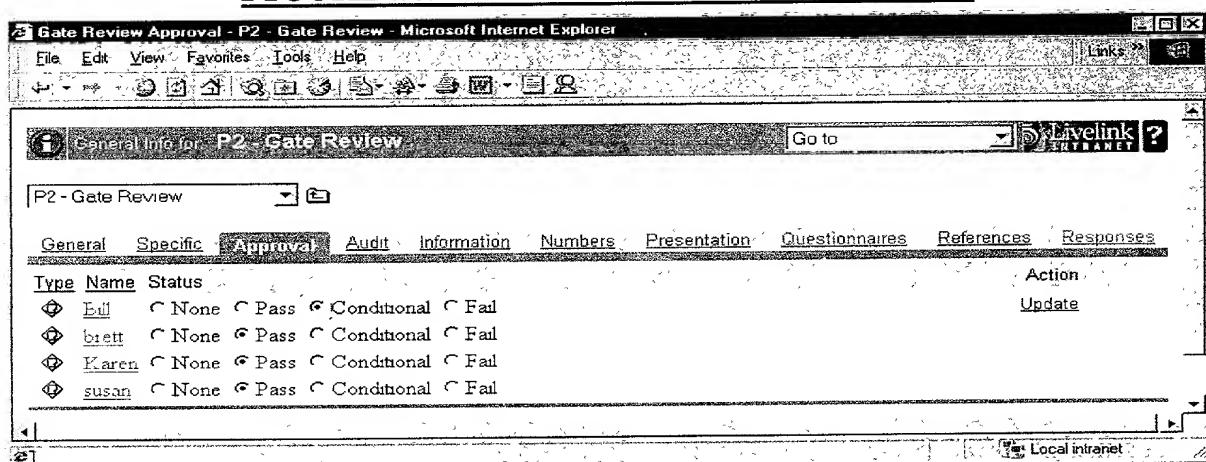
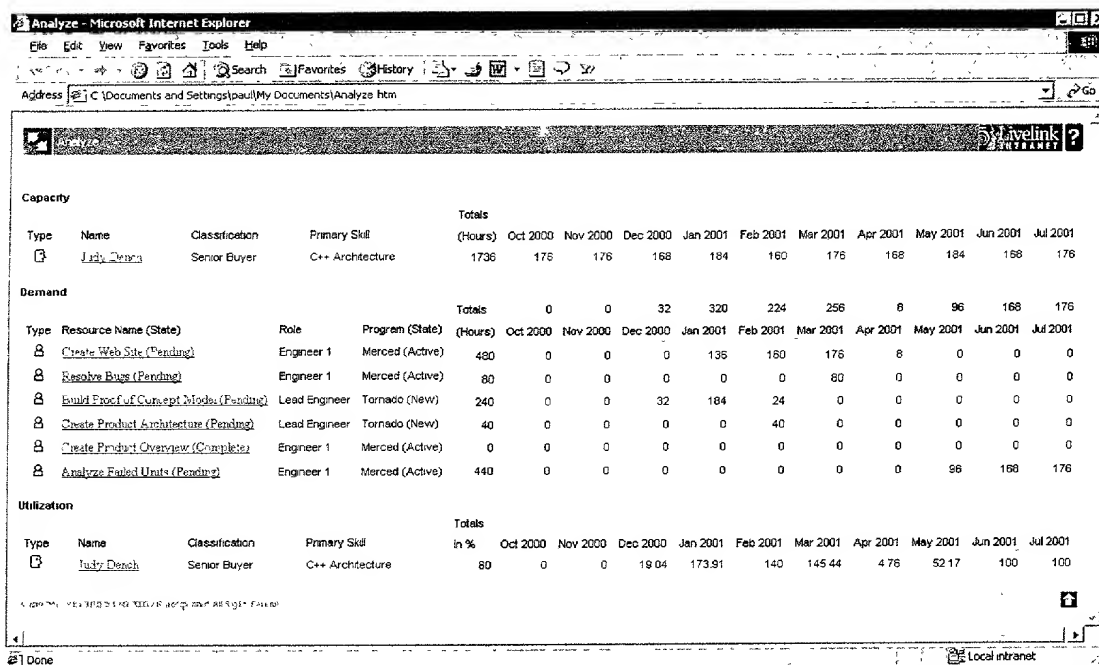


FIGURE 19. GATE REVIEW APPROVAL SCREEN

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**FIGURE 15. ANALYZING THE IMPACT OF A ROLE ASSIGNMENT**

General Info for: Lead Engineer

Go to:

Lead Engineer

General **Audit** **Details** **Presentation** **References** **Resources** **Review**

Role Name: Lead Engineer Start Date: 01/05/2000
 Program: Delta Wing Finish Date: 02/22/2000
 Skill (Competency): Java Architecture (Expert) Total Work: 280 h [Breakdown](#)
 Requested User(s):

Type	Name	Organization	Group	% Utilization		
				High	Low	% Satisfied
<input type="checkbox"/>	Wilson, Niel	Microelectronics Div	Organization Manager	0%	0%	0%

Review Outcome: User Wilson, Niel Approved by Turner, Vicky on 03/28/2001

Comments:

Action:

FIGURE 16. PROGRAM MANAGER'S ROLE REVIEW SCREEN

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Type	Name	Question	Response	Confidence
<input checked="" type="checkbox"/>	Clarity of Product Specifications	How well defined are the product specifications in terms of clarity of requirements?	5 = Very clear	40
<input checked="" type="checkbox"/>	Competitive Advantage	What type of competitive advantage exists for the product in the target market(s)?	5 = Long-term advantage	70
<input checked="" type="checkbox"/>	Degree of Competition	What is the level of competition in the product's target market(s)?	3 = Moderate competition	70
<input checked="" type="checkbox"/>	Established Customer Base	How well does the product leverage the company's existing customer base?	1 = No leverage	70
<input checked="" type="checkbox"/>	Established Sales and Distribution Channels	How well established are the sales and distribution channels for this type of product?	5 = Established channels	80
<input checked="" type="checkbox"/>	Experienced Marketing Organization	How experienced is the marketing organization with this type of product(s)?	5 = Very familiar	80
<input checked="" type="checkbox"/>	Fit with Product Portfolio	How well does the product fit with the company's current product portfolio?	1 = No Synergy	40
<input checked="" type="checkbox"/>	High Product Quality	How does the new product's quality compare to competing products?	5 = Superior Quality	60

FIGURE 17. GATE REVIEW QUESTIONNAIRE

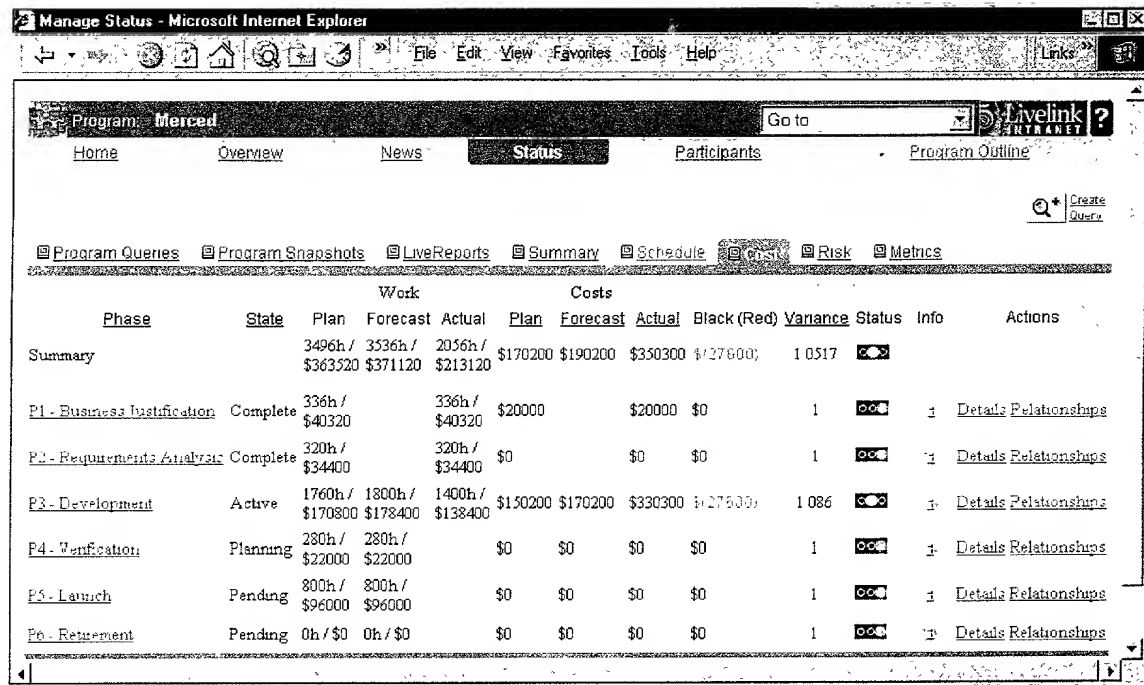
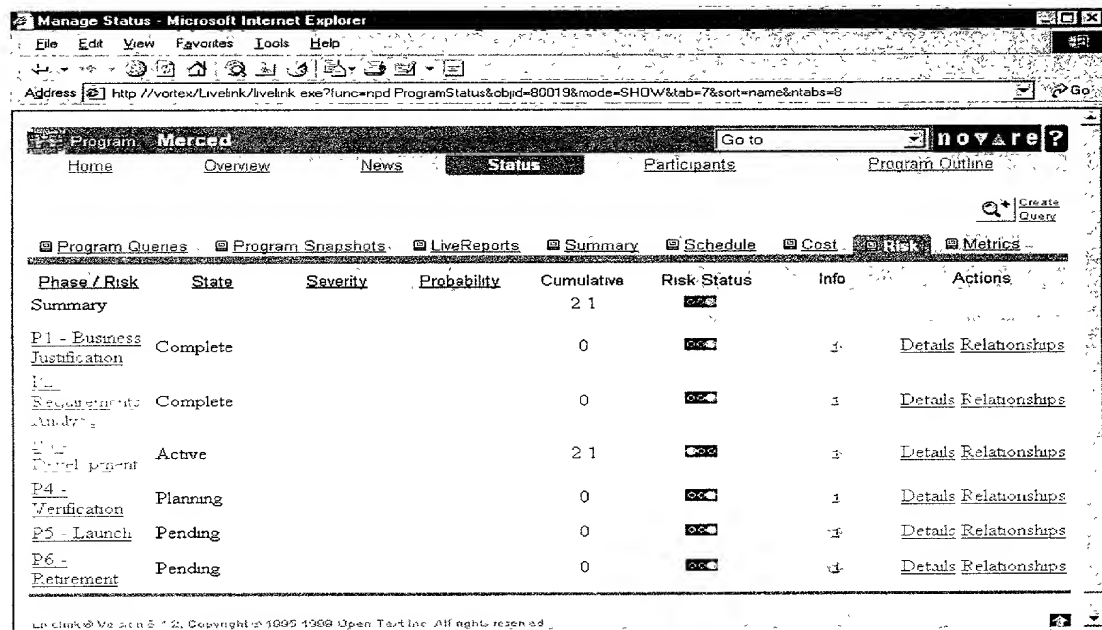
Type	Name	Value	Confidence	Info
<input checked="" type="checkbox"/>	Expected Commercial Value (ECV)	\$	0	
<input checked="" type="checkbox"/>	Internal Rate of Return (IRR)	%	0	
<input checked="" type="checkbox"/>	Net Present Value (NPV)	\$	0	
<input checked="" type="checkbox"/>	Payback Index		0	
<input checked="" type="checkbox"/>	Return on Investment (ROI)	%	0	

Action:

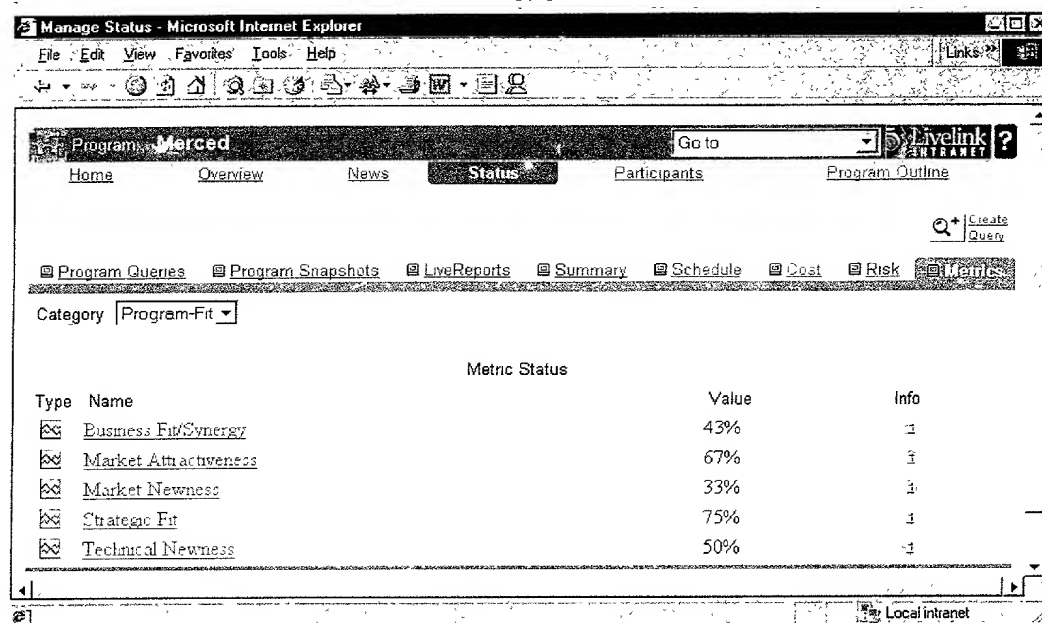
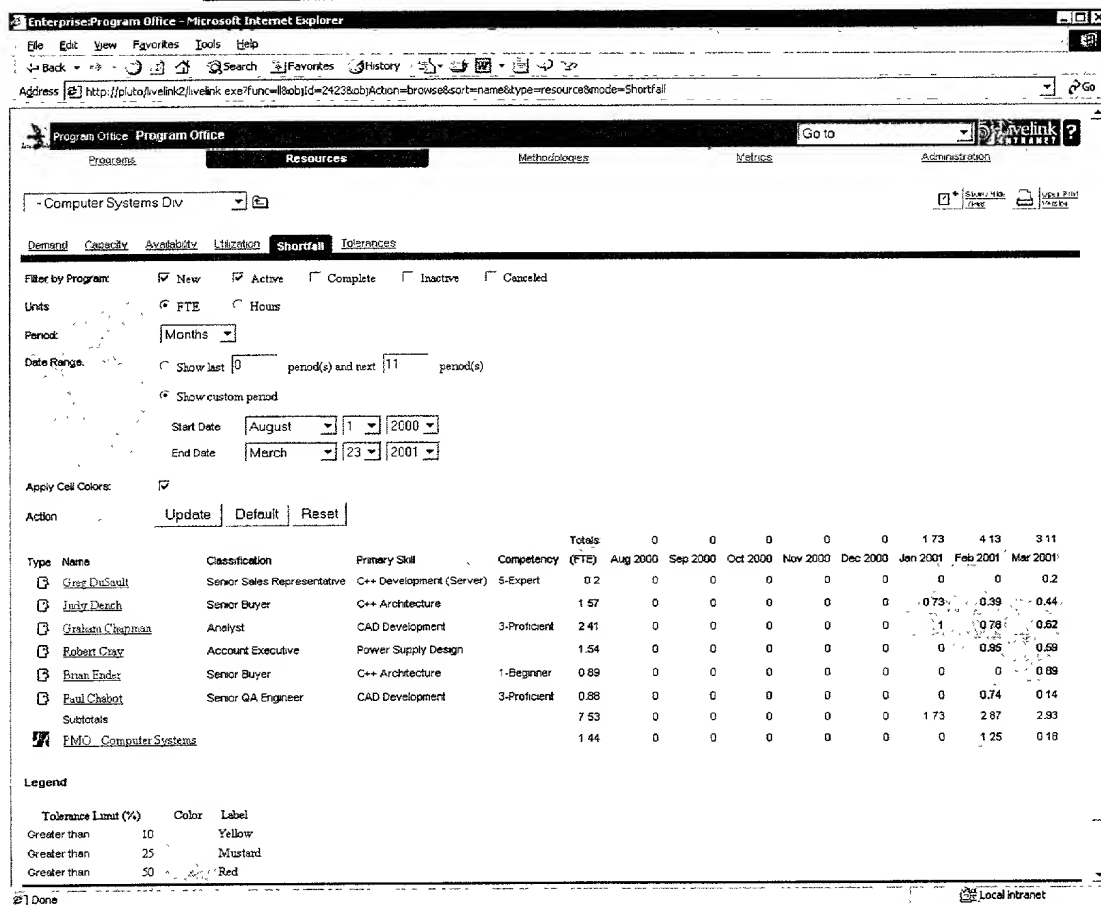
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FIGURE 18. ENTERING METRIC VALUES

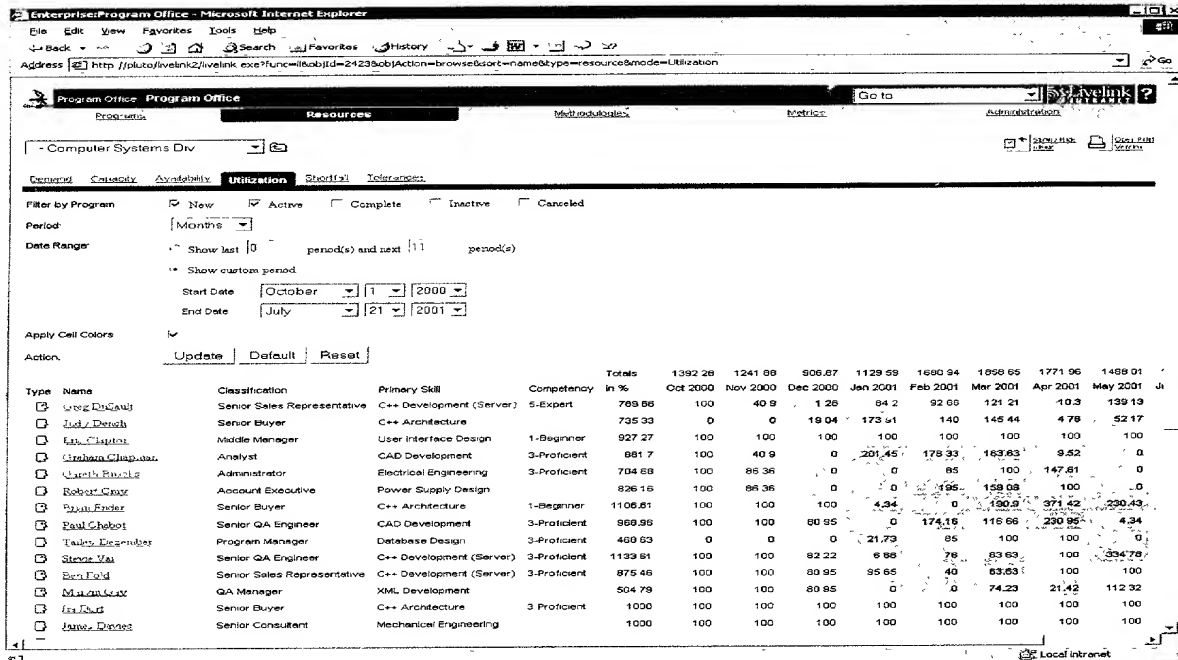
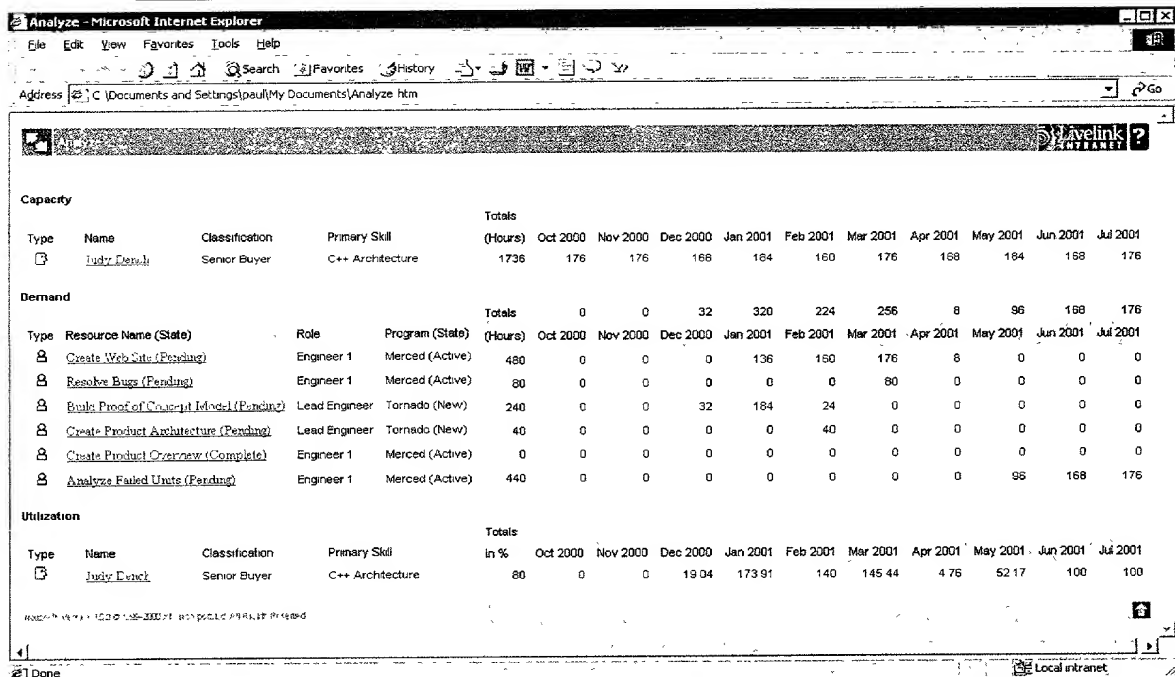
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**FIGURE 21. PROGRAM COST REPORT****FIGURE 22. PROGRAM RISK REPORT**

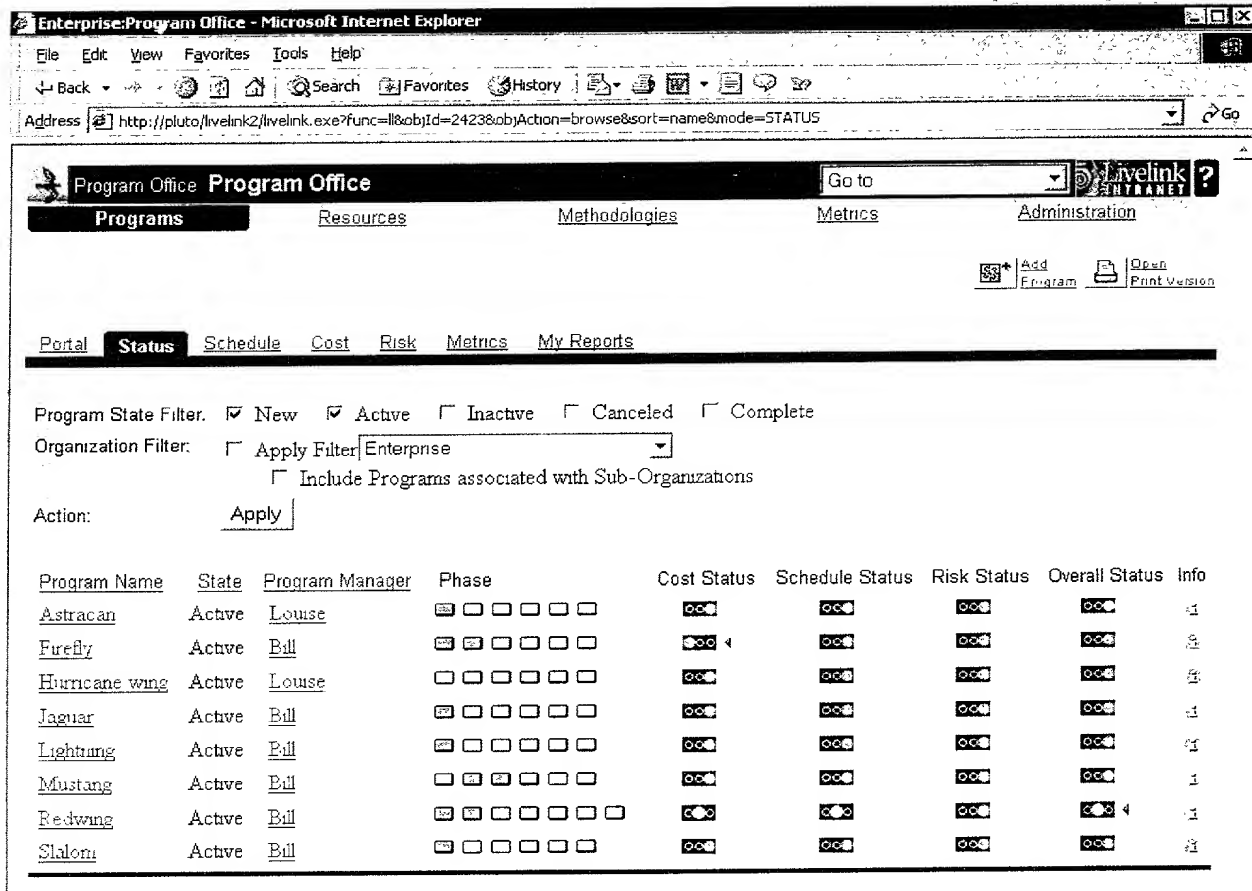
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**FIGURE 23. PROGRAM METRICS REPORT****FIGURE 24. SKILL SHORTFALL REPORT**

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**FIGURE 25. ORGANIZATION UTILIZATION REPORTS****FIGURE 26. RESOURCE UTILIZATION ANALYSIS**

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**FIGURE 27. PORTFOLIO DASHBOARD SHOWING PROGRAM STATUS**

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Gate Review Information: P1 - Gate Review - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites History

General Information: P1 - Gate Review Go to **novare?**

P1 - Gate Review

General		Specific	Approval	Audit	Information	Numbers	Presentation	Questionnaires	References	Responses
Type	Name	Deliverable Status		Percent Complete		Finish Date				
<input type="checkbox"/>	p1d2 - Business Plan	Optional		100		03/17/2000				
<input type="checkbox"/>	p1d3 - Proof of Concept	Optional		100		04/28/2000				
Metric Status										
Type	Name	Value		Info						
<input checked="" type="checkbox"/>	Business Fit/Synergy	68%		1						
<input checked="" type="checkbox"/>	Commercial Risk	38%		1						
<input checked="" type="checkbox"/>	Cost	\$363,520		1						
<input checked="" type="checkbox"/>	Cost To Date	\$40,320		1						
<input checked="" type="checkbox"/>	Current Date	03/29/2001		1						
<input checked="" type="checkbox"/>	ECV/D Ratio	18.41		1						
<input checked="" type="checkbox"/>	Expected Commercial Value (ECV)	\$5,950,000		1						
<input checked="" type="checkbox"/>	Forecast Finish	11/28/2000		1						
<input checked="" type="checkbox"/>	Internal Rate of Return (IRR)	20%		1						
<input checked="" type="checkbox"/>	Market Attractiveness	58%		1						
<input checked="" type="checkbox"/>	Market Newness	50%		1						
<input checked="" type="checkbox"/>	Net Present Value (NPV)	\$1,246,500		1						
<input checked="" type="checkbox"/>	NPV/D Ratio	3.86		1						
<input checked="" type="checkbox"/>	Overall Probability of Success	46.5%		1						
<input checked="" type="checkbox"/>	Overall Risk	53.5%		1						

FIGURE 28. GATE REVIEW ATTRACTIVENESS METRICS INFORMATION SUMMARY

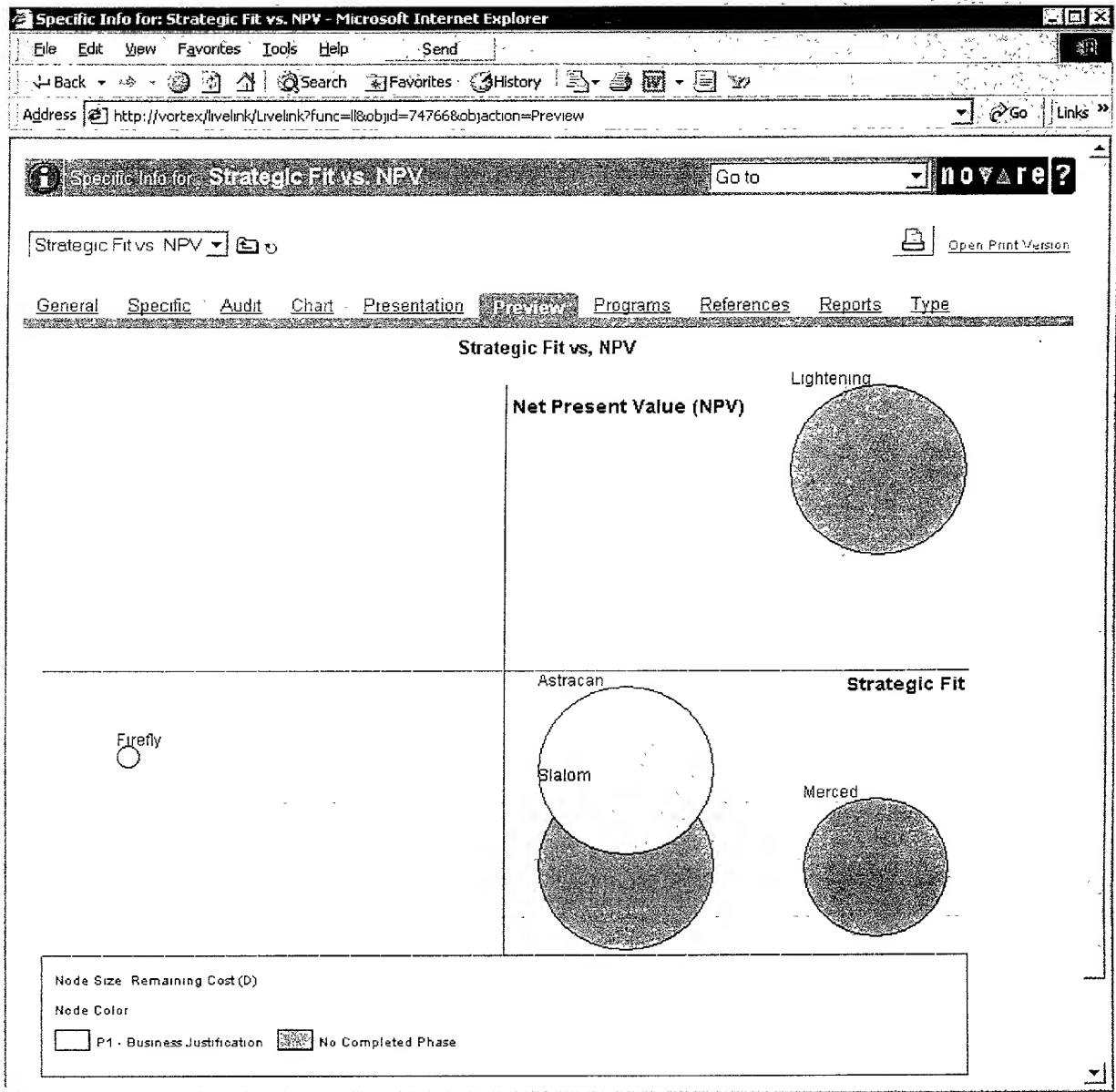
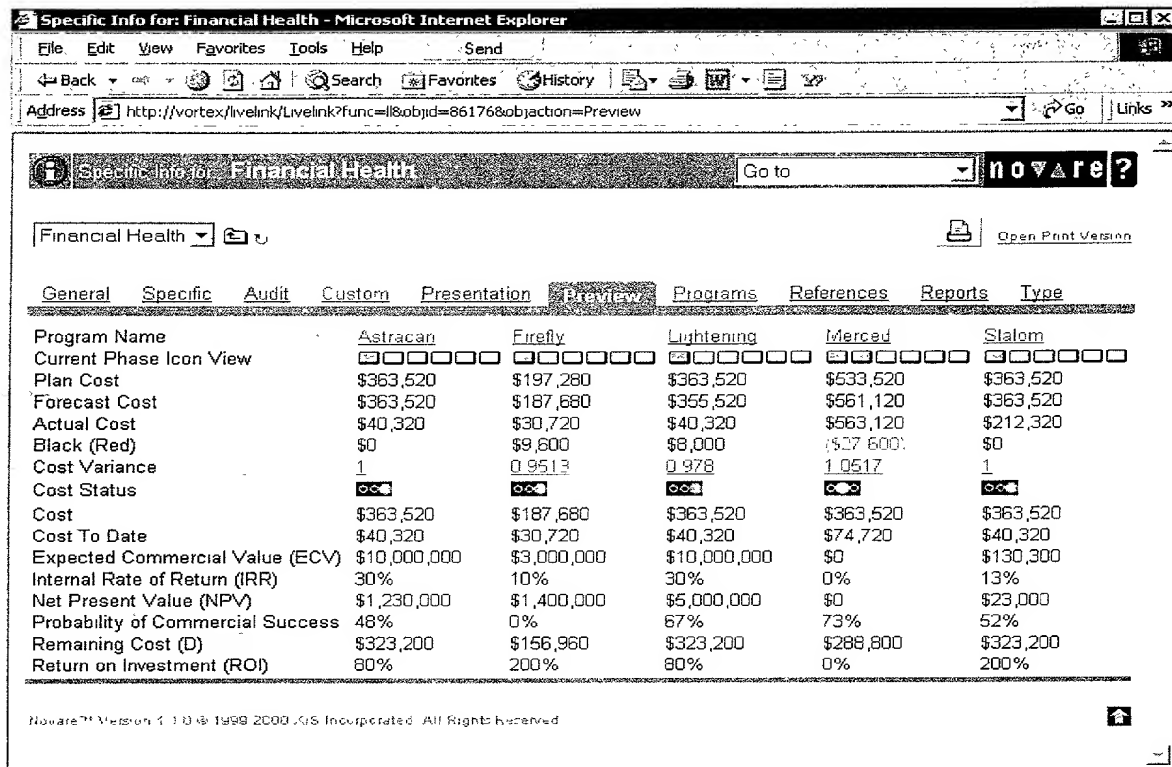


FIGURE 29. BUBBLE CHART REPORT

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**FIGURE 30. – CUSTOM FINANCIAL HEALTH REPORT**

Add Lifecycle - Internet Explorer provided by @Home Network - Version 1.7

Go to: Livelink?

Name: Rapid Application Development

Description: The Rapid Application Development (RAD) Lifecycle enables Program Teams to achieve fast time-to-market without compromising quality.

Create In: e-business Application Development

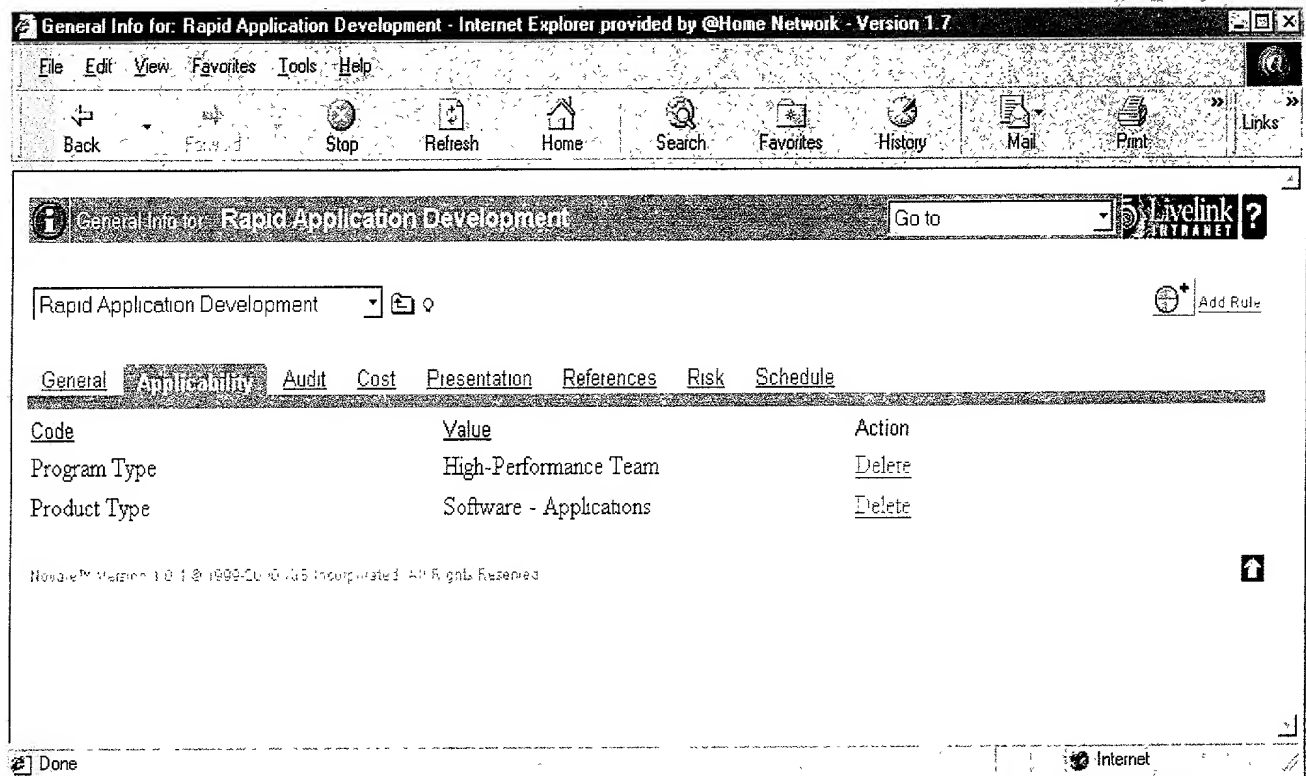
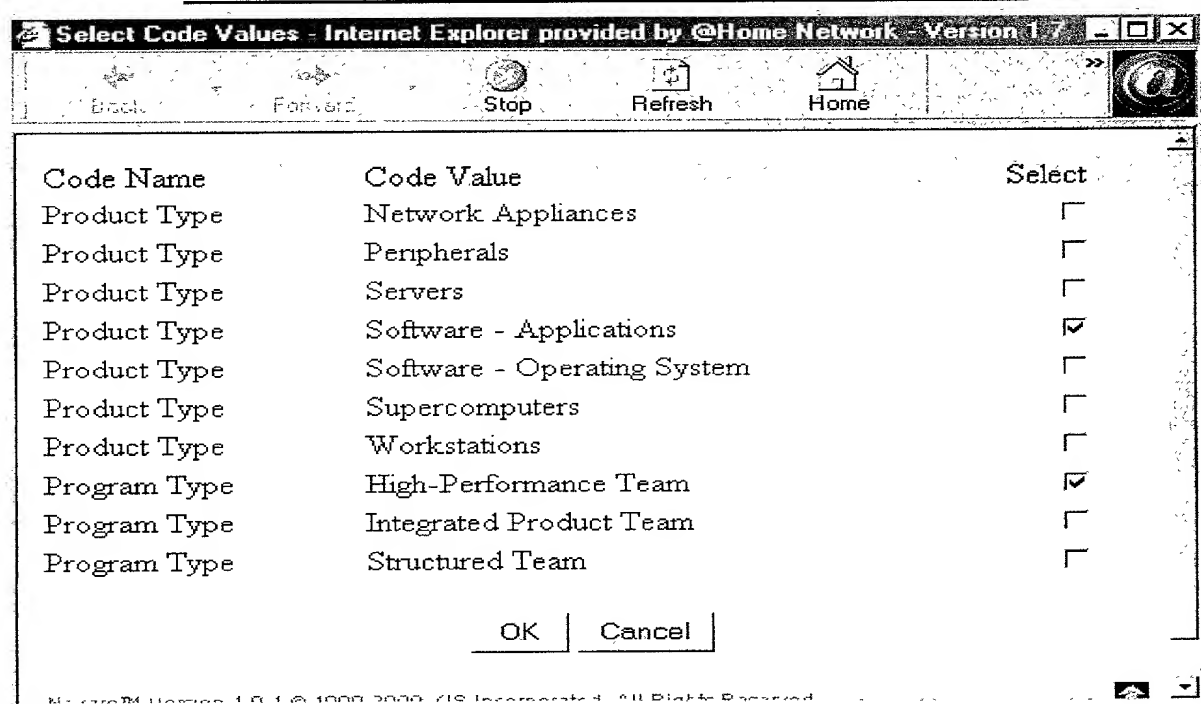
Action:

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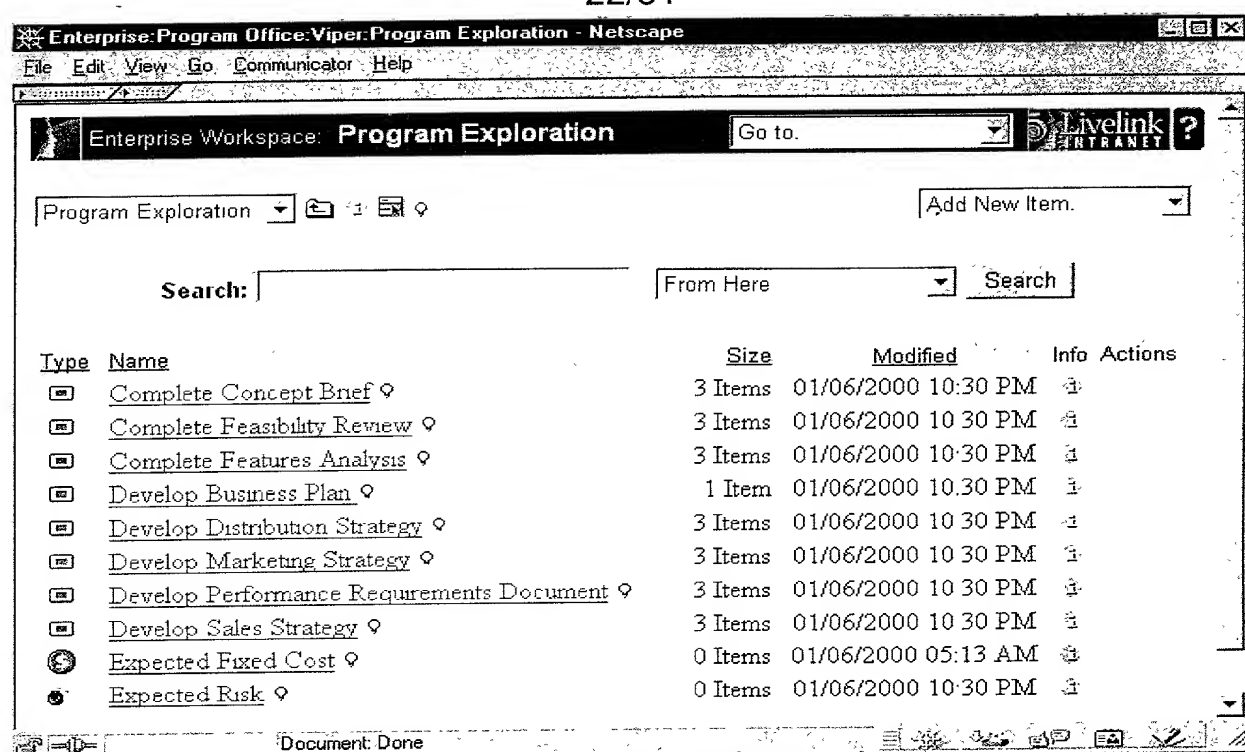
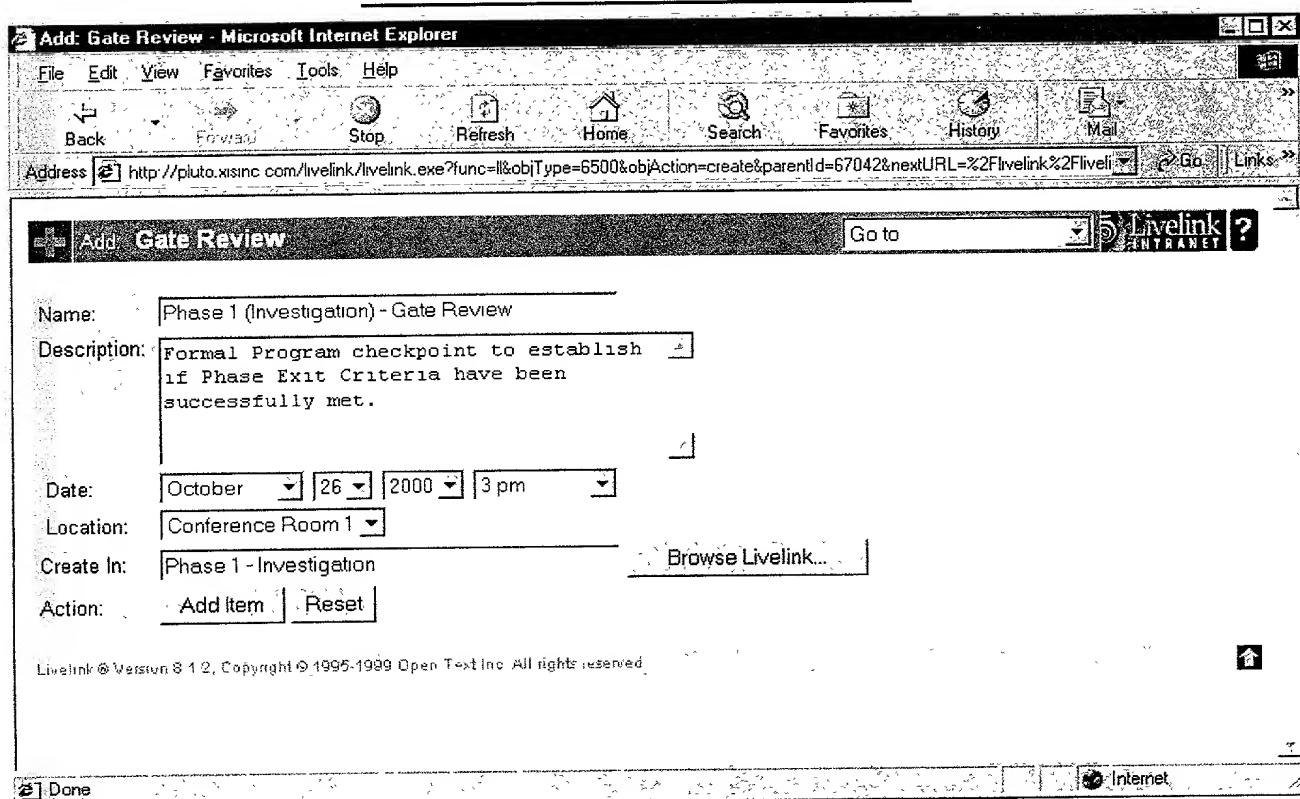
Done Internet

FIGURE 31. ADDING A NEW LIFECYCLE

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**FIGURE 32A. LIFECYCLE APPLICABILITY RULES****FIGURE 32B. LIFECYCLE APPLICABILITY RULES**

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**FIGURE 33. - PHASE CONTENTS****FIGURE 34. - CREATING A GATE REVIEW**

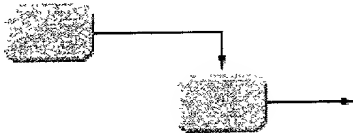
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None - No defined relationships. Can occur in parallel.



Finish to Start - Must be completed before the next can start.



Finish to Finish - Must be completed before the next can finish.

FIGURE 35. - RELATIONSHIPS FOR PHASES/DELIVERABLES


Type	Phase	Relationship	Required	Info
<input type="checkbox"/>	Design & Development	None	<input type="checkbox"/>	1
<input type="checkbox"/>	Planning & Requirements Definition	None	<input type="checkbox"/>	1
<input type="checkbox"/>	Program Exploration	None	<input type="checkbox"/>	1
<input type="checkbox"/>	Program Initiation	None	<input type="checkbox"/>	1
<input type="checkbox"/>	Requirements Analysis	None	<input type="checkbox"/>	1
<input type="checkbox"/>	Verification & Production Planning	None	<input type="checkbox"/>	1
<input type="checkbox"/>	Verification & Validation	Phase required to be finished before this Phase can start	<input checked="" type="checkbox"/>	1


FIGURE 36. - DEFINING PHASE RELATIONSHIPS

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







General Info for: Program Exploration - Netscape

File Edit View Go Communicator Help

General Info for: **Program Exploration** Go to. 

Program Exploration 

General Specific Audit Budget Cost **Deliverables** GateKeepers Metrics Presentation References Relationships Risk Schedule

Type	Deliverable	Required	Workflow	Info
<input checked="" type="checkbox"/>	Complete Concept Brief	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/>	Complete Feasibility Review	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/>	Complete Features Analysis	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/>	Develop Business Plan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/>	Develop Distribution Strategy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/>	Develop Marketing Strategy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/>	Develop Performance Requirements Document	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/>	Develop Sales Strategy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

Update Reset


Document Done


FIGURE 37. PHASE DELIVERABLES INFORMATION




Program Office: James Doc Screens: James Screens Lifecycle: Phase 1 - Investigation: Market Analysis - Microsoft Internet Explorer






















File Edit View Favorites Tools Help


Back Forward Stop Refresh Home Search Favorites History Mail Print

Address  http://pluto.xisinc.com/livelink/livelink.exe?func=ll&objid=56896&objAction=browse

Methodology: **Market Analysis** Go to. 

Market Analysis   Add New Item 

Type	Name	Size	Modified	Info	Actions
	Financial Model 	0 Items	10/27/00 09:46 AM		
	Financial Spreadsheet Model 	33 KB	10/27/00 09:52 AM		Fetch
	Focus Groups 	0 Items	10/27/00 09:53 AM		
	Market Analysis Template 	48 KB	10/27/00 09:52 AM		Fetch
	Market Size Estimation 	0 Items	10/27/00 09:46 AM		
	Product Marketing Report 	0 Items	10/27/00 09:48 AM		
	Requirements Analysis 	0 Items	10/27/00 09:47 AM		

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Internet

FIGURE 38. DELIVERABLE CONTENTS



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Add Role - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Stop Refresh Home Search Favorites History Mail

Address <http://pluto/livelink2/livelink.exe?func=ll&objType=5064&objAction=create&parentId=8551&n> Go

Add Role Go to [Livelink](#) ?

Name:

Role Skill: [Select Skill](#)

Role Competency:

Resource Classification: [Select Resource Classification](#)

Default Rate (\$/hr):

Description:

Action:

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FIGURE 41. CREATING A NEW ROLE

Add Resource - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Stop Refresh Home Search Favorites History Mail

Address <http://pluto.xisinc.com/livelink/livelink.exe> Go Links

Add Resource Go to [Livelink](#) ?

Name:

Role: [Select Role](#)

Work:

Duration:

Start:

Finish:

Description:

Create in:

Action:

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FIGURE 42. CREATING A NEW RESOURCE

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Add Risk - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites History

Address <http://pluto.xisinc.com/livelink/livelink.exe?func=ll&objType=3070&objAction=create&parentId=66896&nextURL=> Go Links

Add Risk Go to Livelink ?

Name: Competitive Product Announcement

Description: Competitor makes a premature product announcement ahead of product launch.

Responsible Role: Market Analyst Select Role

Type: Market

Category: Other

Probability: 80%

Severity: 8

Update:

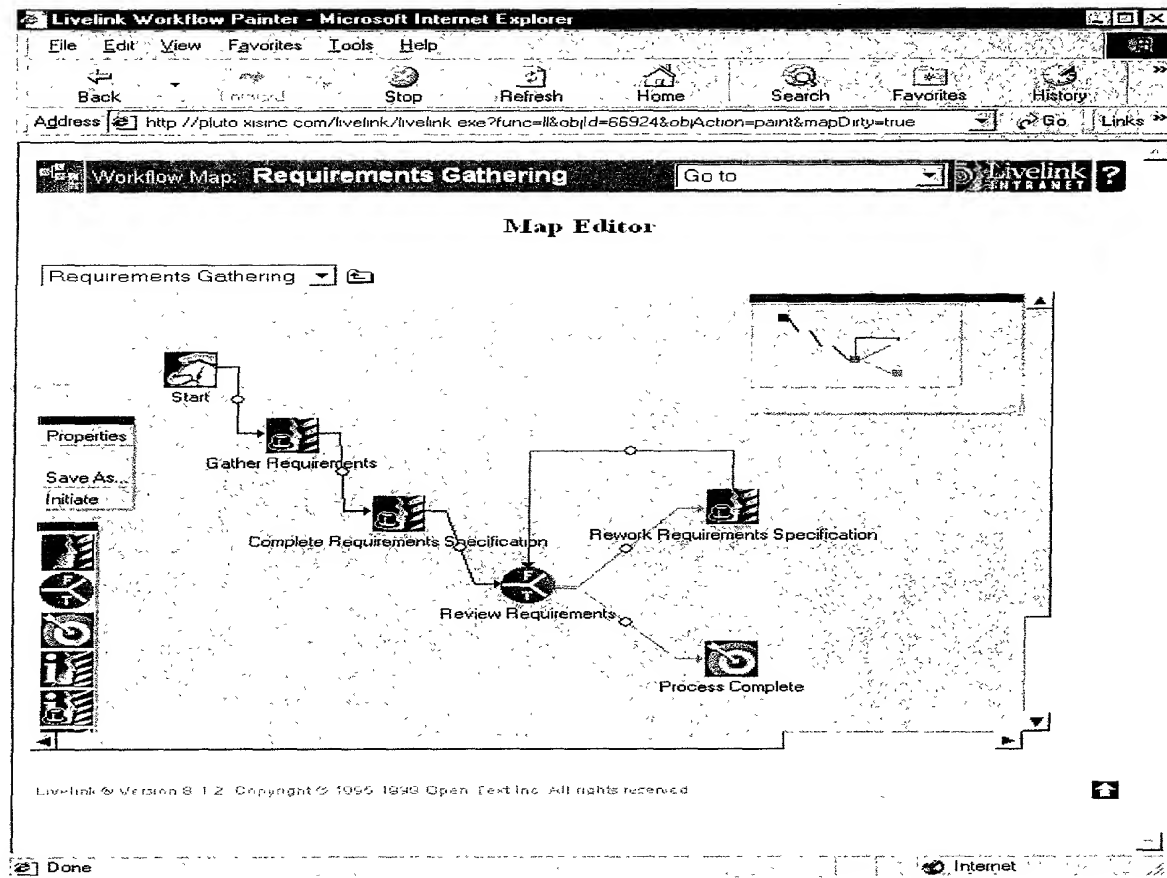
Create In: Market Analysis Browse Livelink...

Action: Add Item Reset

Internet

FIGURE 43. CREATING A NEW RISK

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**FIGURE 44. – ROLES-BASED WORKFLOW**

The screenshot shows the Enterprise:Program Office interface in a Netscape browser window. The "Metrics" tab is selected, displaying a table of metrics. The table has columns for "Type", "Name", "Size", "Modified", and "Info Actions". The metrics listed include "100", "Actual Start", "Business Fit/Synergy", "Clarity of Product Specifications", "Commercial Risk", "Competitive Advantage", "Cost", "Cost To Date", "Current Date", "Degree of Competition", and "ECVD Ratio". Each metric has a checkbox, a size in items, and a modification date.

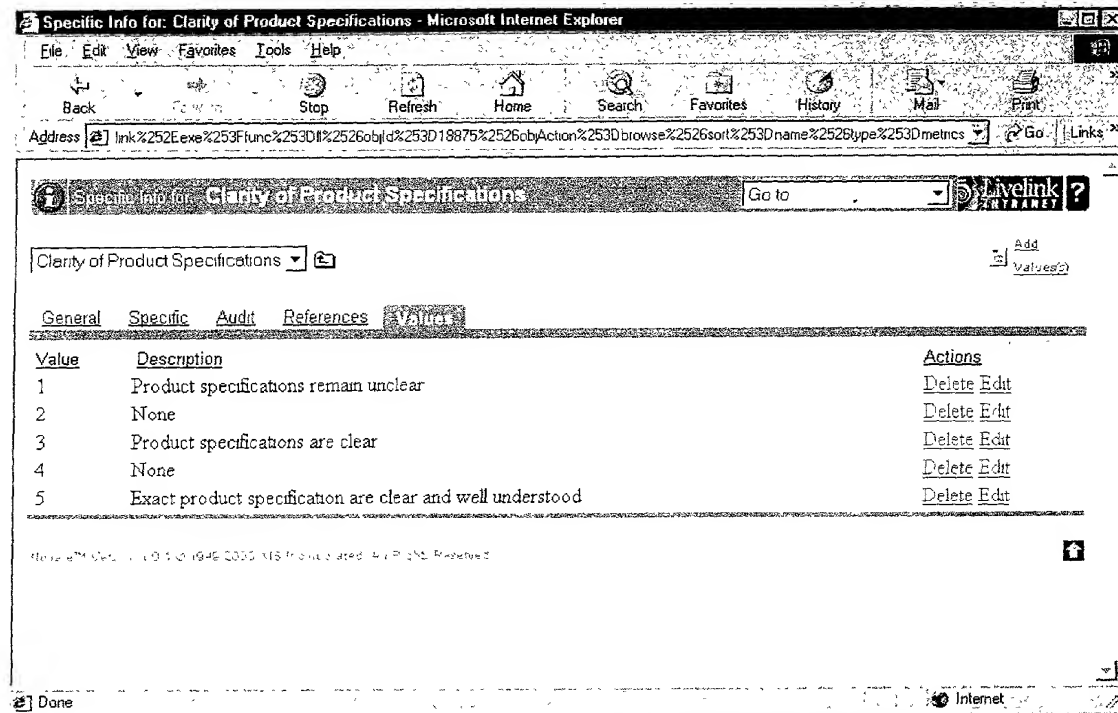
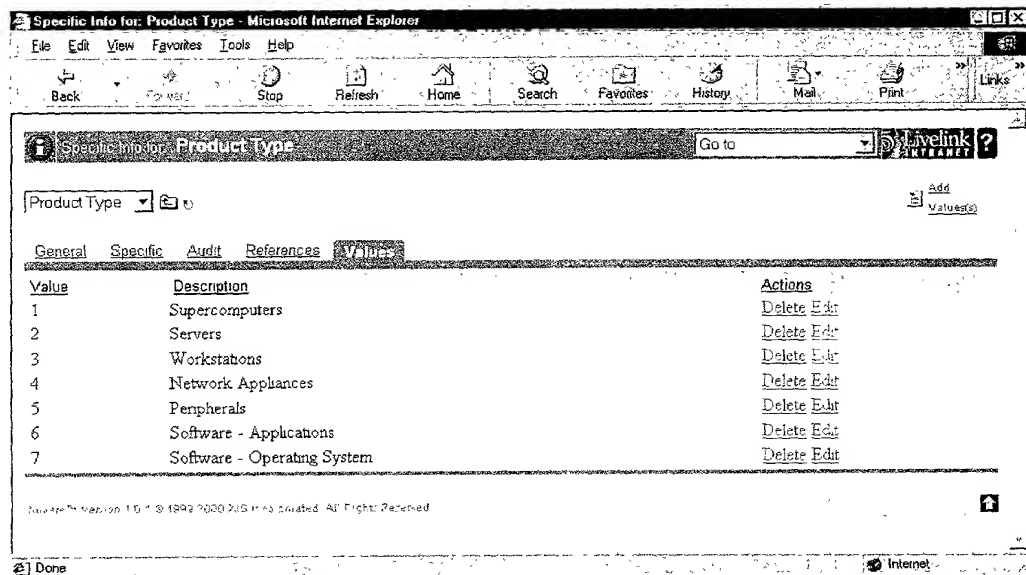
Type	Name	Size	Modified	Info Actions
<input checked="" type="checkbox"/>	100	0 Items	01/06/2000 01:33 AM	
<input checked="" type="checkbox"/>	Actual Start	0 Items	01/06/2000 01:33 AM	
<input checked="" type="checkbox"/>	Business Fit/Synergy	0 Items	01/06/2000 01:33 AM	
<input checked="" type="checkbox"/>	Clarity of Product Specifications	5 Items	01/06/2000 01:32 AM	
<input checked="" type="checkbox"/>	Commercial Risk	0 Items	01/06/2000 01:33 AM	
<input checked="" type="checkbox"/>	Competitive Advantage	5 Items	01/06/2000 01:32 AM	
<input checked="" type="checkbox"/>	Cost	0 Items	01/06/2000 01:33 AM	
<input checked="" type="checkbox"/>	Cost To Date	0 Items	01/06/2000 01:33 AM	
<input checked="" type="checkbox"/>	Current Date	0 Items	01/06/2000 01:33 AM	
<input checked="" type="checkbox"/>	Degree of Competition	5 Items	01/06/2000 01:32 AM	
<input checked="" type="checkbox"/>	ECVD Ratio	0 Items	01/06/2000 01:33 AM	

FIGURE 45. PROGRAM OFFICE METRICS LIBRARY

FIGURE 46. DEFINING THE METRIC TYPE

FIGURE 47. CREATING A NEW FACTOR

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**FIGURE 48. DEFINING FACTOR VALUES****FIGURE 49. CODE'S VALUE SET**

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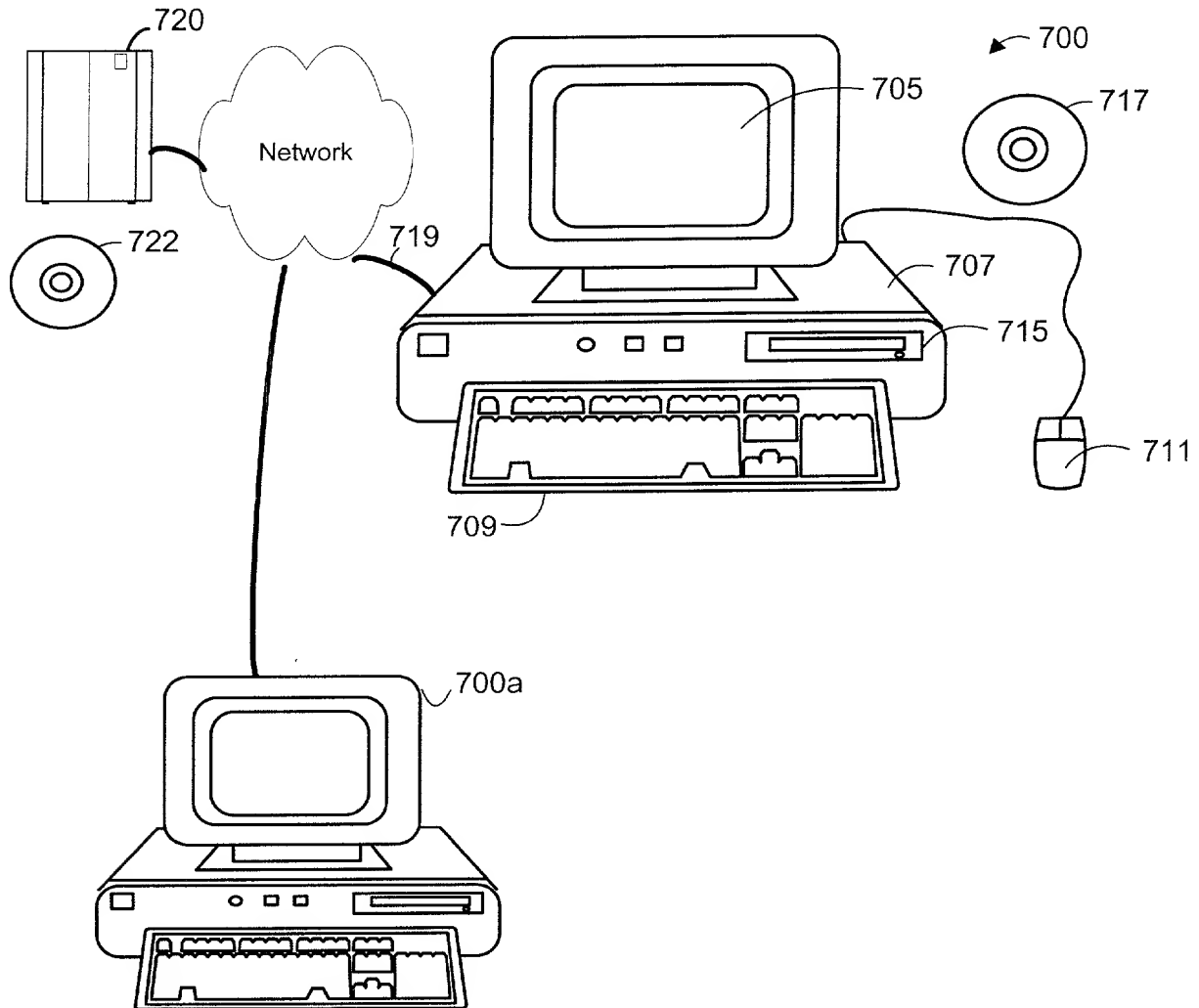


FIGURE 50.